

The CNP Assurances group unveils its Lead for Impact strategic plan

25-03-2026

The CNP Assurances group is accelerating its commercial offensive with the launch of its strategic plan Lead for impact 2026-2030. Its ambition is to amplify its growth momentum in order to increase its impact on its markets, while strengthening its contribution to society in terms of sustainability.

CNP Assurances, a subsidiary of La Banque Postale, is a recognized and solid market leader, as evidenced by its 2025 results, including record revenue of €39.1 billion. This position stems from its key strengths, built collectively: its recognized expertise, its international presence, its commitment to sustainability, and its expert and dedicated employees.

In a context marked by numerous challenges - evolving customer expectations, the rise of artificial intelligence, strengthening regulatory requirements - which requires constant adaptation, the Group sets itself two priorities to achieve its ambition.

The first involves evolving its model by multiplying and diversifying its distribution channels.

The second is to offer its customers an experience that meets the highest market standards.

The Group's strategic plan is structured around 3 major objectives, essential to support its transformation and sustainably strengthen its positioning:

Accelerate commercial expansion by multiplying and diversifying distribution partnerships;

Innovate and accelerate its operational and technological transformation by leveraging artificial intelligence and data and digitizing all customer journeys to offer a simpler, faster and more efficient experience;

To permanently establish its global leadership in sustainability.

In recent years, we have consolidated our growth with our long-standing partners while accelerating the development of our open model. This momentum has allowed us to fully assert our position as a comprehensive, international insurer. Our strategy has been exemplified by the

successful merger with La Banque Postale and the creation of the Grand Public Financial Hub, as well as the signing of new partnerships in Europe and Latin America. These successes demonstrate our ability to seize opportunities, support the transformation of our markets, and strengthen our presence in high-potential ecosystems. With Lead for Impact, we are now mobilizing all our resources to amplify our growth momentum across all our markets and in all our geographic regions. This program embodies our commitment to being a proactive, innovative, and responsible player, capable of providing simple, useful, and sustainable solutions at every stage of life. We are entering this new phase with solid foundations, renewed ambition, and a clear vision: to intensify our commercial momentum and achieve operational excellence in service to our partners and customers. To meet these challenges, we are undergoing a profound transformation of our organization and strengthening the executive committee to support the implementation of our strategy with even greater impact. I am fully confident in the mobilization and commitment of all our teams to ensure that CNP Assurances remains, more than ever, a leading insurer worldwide, both in terms of performance and its lasting impact on its clients and society.

Marie-Aude Thépaut
CEO of CNP Assurances

The 3 objectives of the Lead for Impact plan:

Objective 1: To intensify the Group's commercial momentum by multiplying and diversifying its partners
Optimize the development potential of CNP Assurances' long-standing partners in France and Brazil. With its B2B2C expertise, strengthened by its merger with La Banque Postale, the Group will support the growth of all its partners by offering them solutions to equip their clients with multiple products and services, as well as services based on artificial intelligence and data.

To significantly increase CNP Assurances' market share held by independent financial advisors, brokers, and banks, the Group will forge new partnerships. To achieve this, it will offer a differentiated range of products and services, supported by the deployment of high-performing digital platforms – as demonstrated with CNP Alysés – and by strengthening its sales teams responsible for prospecting new partners.

Strengthening the BtoC growth momentum of the CNP Assurances local network. This will notably involve the use of artificial intelligence for advisors and the provision of self-care tools for customers.

Objective 2: Innovate and accelerate the Group's operational and technological transformation to gain competitiveness and offer a customer experience that meets the

best market standards.

To streamline and simplify the customer experience by developing BtoBtoC digital platforms and digitizing all subscription and management processes.

Deploying artificial intelligence and accelerating the transition from experimentation to industrialization across the entire company value chain. The Group will leverage artificial intelligence and data to improve its technical performance (management tools, process simplification, information systems). This pursuit of excellence will lead to gains in performance, productivity, security, and competitive differentiation. For employees, the "AI for All" program will be rolled out, with training and tools made available to enable all employees to use artificial intelligence, thereby enhancing their agility and efficiency in service of the customer experience.

Objective 3: To sustainably anchor CNP Assurances' global leadership in sustainability
CNP Assurances takes another step in implementing its purpose.

Following the completion of its first cycle of objectives, with 98% of targets achieved by the end of 2025, the Group confirms the robustness and effectiveness of its approach as a responsible insurer, investor, and employer. This trajectory is recognized by its ranking as the leading French insurer in

Sustainalytics' ESG assessment and its position among the top 6% of companies in the insurance sector.

Based on these results, CNP Assurances is launching a new cycle of extra-financial performance indicators for the period 2026-2030, consisting of 15 strategic KPIs.

These objectives commit the Group to all of its stakeholders – customers, employees, partners, shareholders and investors, society and the planet – with more ambitious targets, structured around 3 key levers:

Strengthening CNP Assurances' role as a responsible insurer, by pushing the boundaries of insurability and developing innovative solutions to improve access to insurance for all, for example through a program dedicated to inclusive insurance, a systematic simplification of customer journeys and the widespread use of "plain language" in all its communications.

Accelerate its role as a responsible investor, by directing more flows towards its three strategic axes: climate and biodiversity, health and healthy aging, and access to essential goods and services.

To affirm its role as a responsible employer, by strengthening employee engagement, promoting equal opportunities through a set of actions to foster employability, particularly for young people, and

maintaining its level of excellence in terms of diversity and inclusion.

Thanks to its membership in the La Poste Group, CNP Assurances reaffirms its ambition: to make sustainability a lever for

performance, impact and lasting differentiation, serving a more inclusive and resilient society.

Source: [la Poste Groupe](#)

